Army Center of Excellence for the Professional Military

Information Briefing

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The Ethics Capability Gap

The Army lacks adequate advancement of…

- Conceptual development of the non-kinetic *Human Dimension* of the Army's combat power
- A holistic framework for Soldier and leader moral and ethical development
- Adequate internal capability for robust ethics research and scholarship
- A function to translate evidence-based research into Army school curriculum & doctrine
- A point of synergy to integrate and disseminate the Army's ethics efforts
- A link between the Army and the latest DOD and civilian advancements in ethics scholarship, practice, and leader development techniques
- A clear definition, terminology, and "common operating picture" of the Army's Professional Military Ethic
- Forums to "capture the imagination of the Army" and get Soldiers and leaders talking about ethics

ACPME Mission & CSA Vision

(Approved by CSA 10 April 08)

<u>CSA Vision for the Army Living the Professional Military Ethic</u>

A US Army that lives the Army Values and embodies the Professional Military Ethic required to meet the moral and ethical challenges faced in an era of persistent conflict.

<u>Mission for the Army Center of Excellence</u>

USMA serves the US Army as the Center of Excellence for the Professional Military Ethic (PME) to increase Army-wide understanding, ownership, and sustained development of PME through research, education, and publication.

Army Campaign Plan (15 Jan 2008)

Superintendent, United States Military Academy (USMA) stands up the Army COE for PME and:

- Assist CG TRADOC and G-3/5/7, to continuously transform Army Officer Initial Entry Training/Initial Military Training (IET/IMT) processes to prepare officers for success across the spectrum of operations in the contemporary operating environments. Leverage the latest live, virtual, and constructive education and training environments and techniques.
- Develop concepts and processes for seamlessly supporting the Operating Force by providing timely and relevant intellectual capital and leader development resources from USMA's academic and research centers of excellence in peace and in war.
- Support CG TRADOC in training and leader development as the Army's Center of Excellence for the Professional Military Ethic, increasing values and ethics training and education across all domains (institutional, operational and self development) to produce Soldiers and leaders of character who can meet the moral/ethical challenges of the dangerous and complex 21st century security environment.

3 Major ACPME Objectives

Assess, Study, and Refine the PME of the Force

Create & Integrate PME Knowledge

Accelerate PME Development in Individuals, Units and Army Culture

Achieving the Vision for the PME

LONG-RANGE PLAN

ACPME Mission
To increase Army-wide understanding, ownership, and sustained development of PME through research

Means
USMA Departments
External Scholars
CALDOL/CEP
ARCIC
Chaplains/JAG
CAC
- Center for Army Leadership
- BCKS
- Combat Studies Institute
- Military Review
- CAC K & LD&E

USAWC/CGSC/USASMA/WO
Joint & Foreign Centers

Phase 1 (assessment & branding)	Phase 2 (develop)	Phase 3 (Integrate)	Phase 4 (Sustain)
Product development Multi-media products Handbooks Monographs Website Portal Online-forums	Year of the PME Conference Awards program Writing comp	Curriculum infusion	Training
	Training support Train the trainer program Training packages	Assess revisions to selection & promotions	Education

Character is integrated into everything we do

ACPME Objectives:
1) Assess, study, and refine the PME of the force
2) Create and integrate PME knowledge
3) Accelerate PME development in individuals, Units, and Army Culture

CSA's Vision for the Army
An Army that lives the Army Values and embodies the Professional Military Ethic challenges faced in an era of persistent conflict

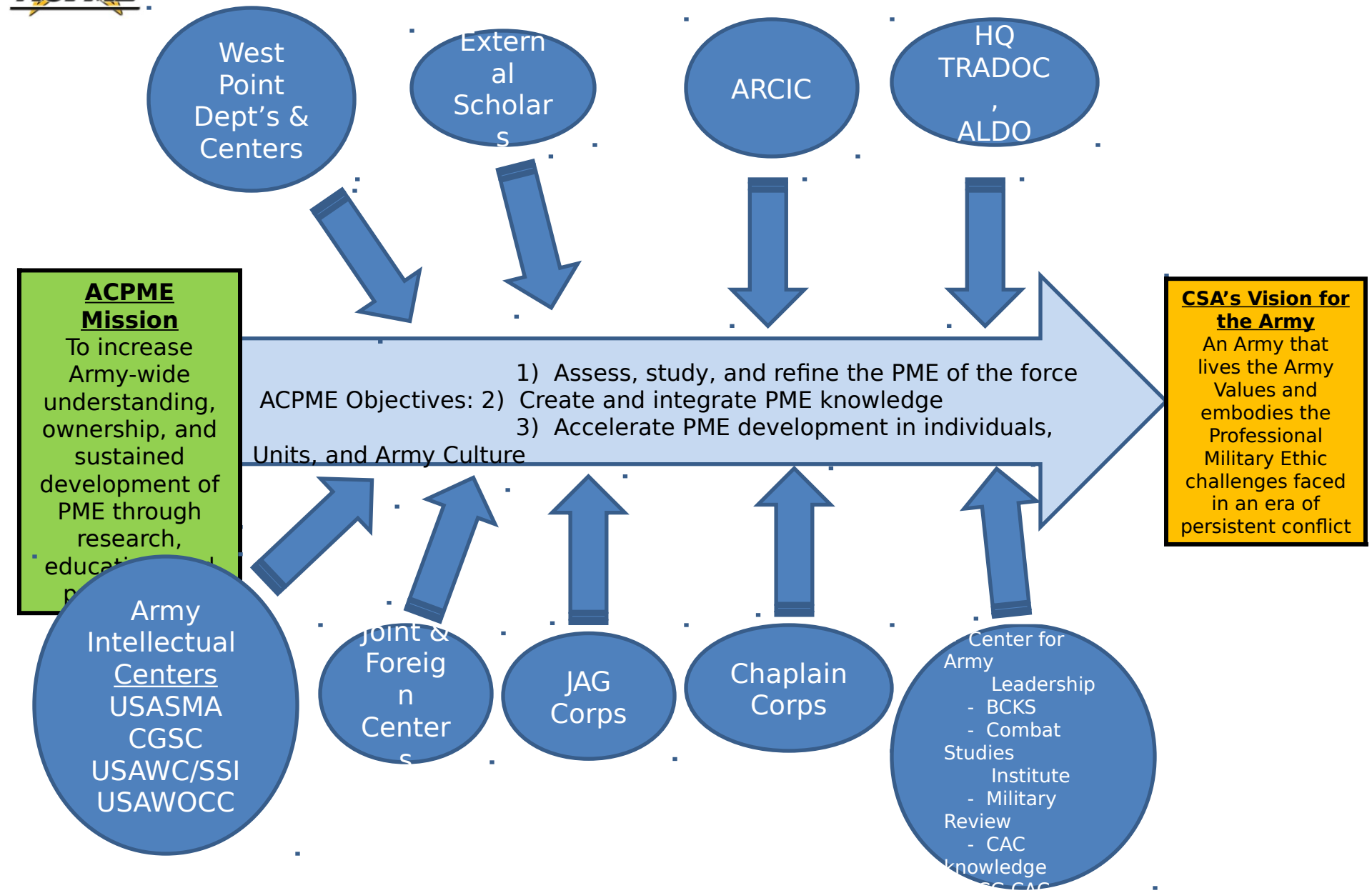
Collaboration Unit & school visits SGM/WO/ CH Agency Coordination	Curriculum OES CTC NCOES WOES	Research	
Data Collection MNF-I study Culture / curriculum assessment Research program Material repository	Doctrinal Influence	Book publishing	
Multi-media products Video modules Interactive video games Web-based modules	MDMP/ AAR Change	Development	

Strengthen Army Culture

Target Senior Leadership with the philosophical and academic discussion and education on the Military Ethic
Target mid-level leadership about the value and understanding of the Military Ethic
Target soldiers with recognizing and valuing the Military Ethic

Target senior leadership to create revolutionary change in Army culture . Inject PME into the Army 's core values, beliefs, and practices.
Target mid-level leadership to deconstruct the separation of PME

Means – Key Partners


West Point Dept's & Centers
External Scholars
ARCIC
HQ TRADOC, ALDO
ACPME Mission
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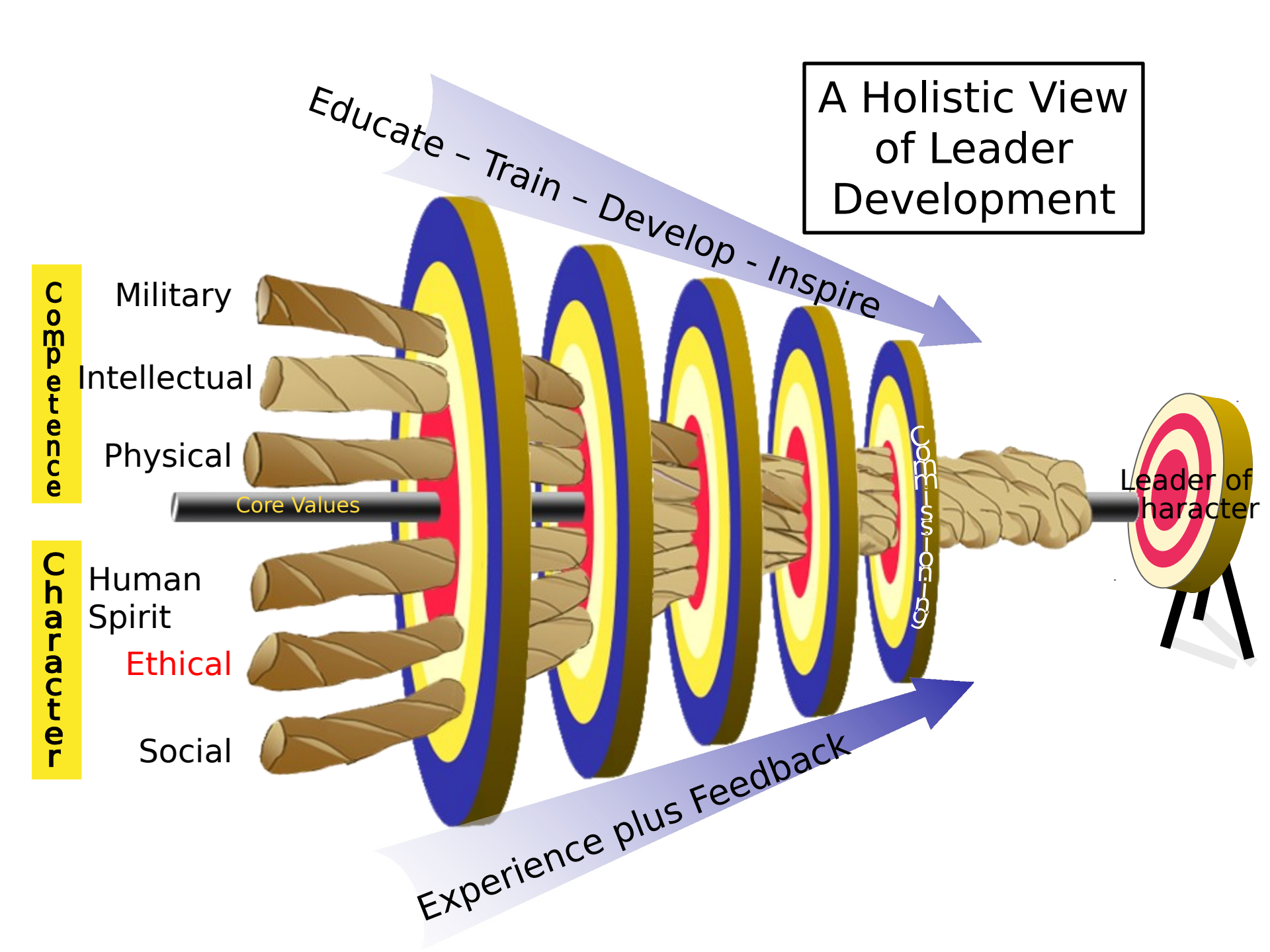
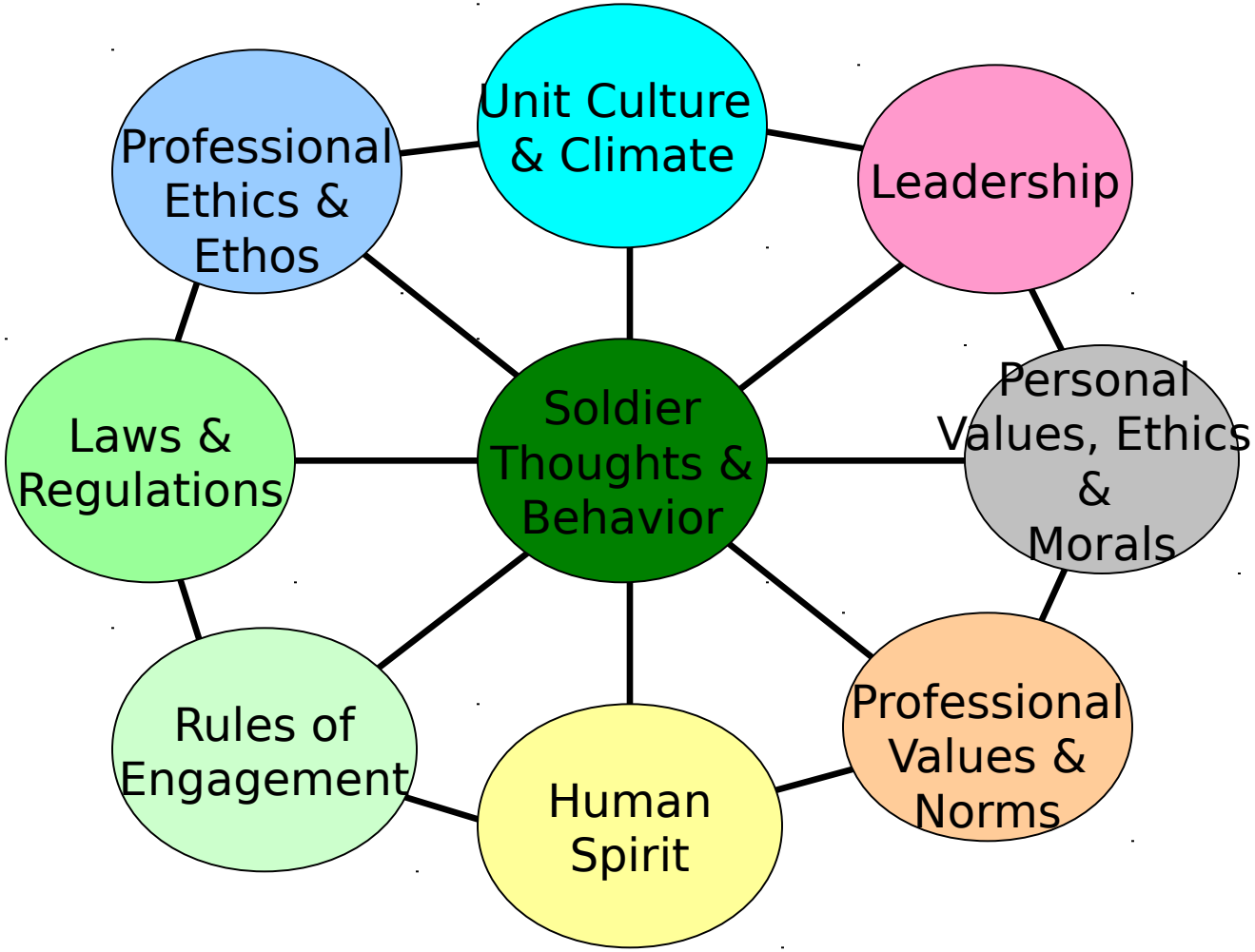
Army Intellectual Centers
USASMA
CGSC
USAWC/SSI
USAWOCC
Joint & Foreign Centers
JAG Corps
Chaplain Corps
Center for Army Leadership
- BCKS
- Combat Studies Institute
- Military Review
- CAC knowledge


A Holistic View of Leader Development
Educate – Train – Develop - Inspire
Competence
Military
Intellectual
Physical
Core Values
Character
Human Spirit
Ethical
Social
Commissioning
Leader of haracter
Experience plus Feedback

Defining the ethics “Battlespace”

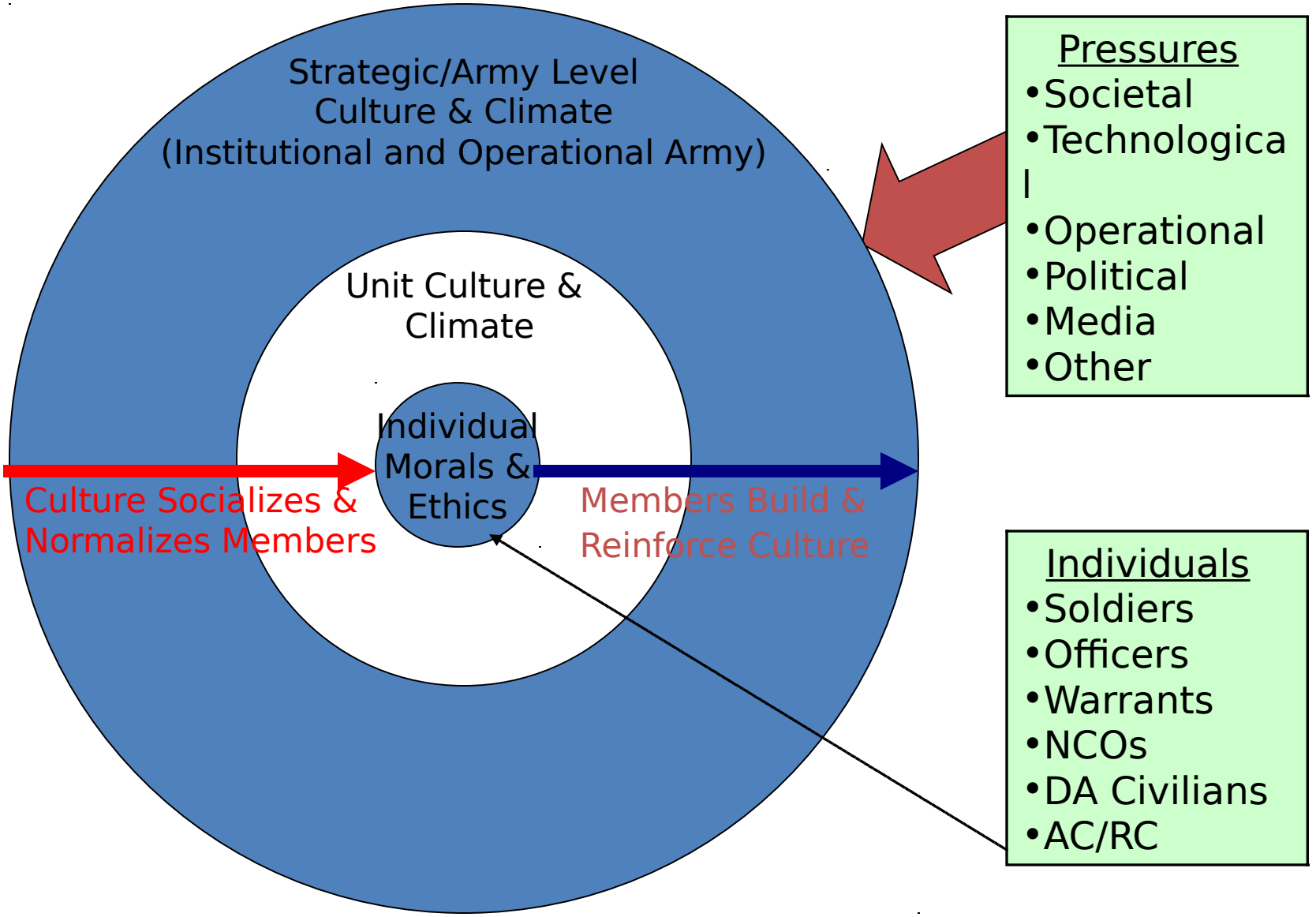


What Guides Soldier Behavior? …In What Contexts?

A Full Spectrum Focus is Needed

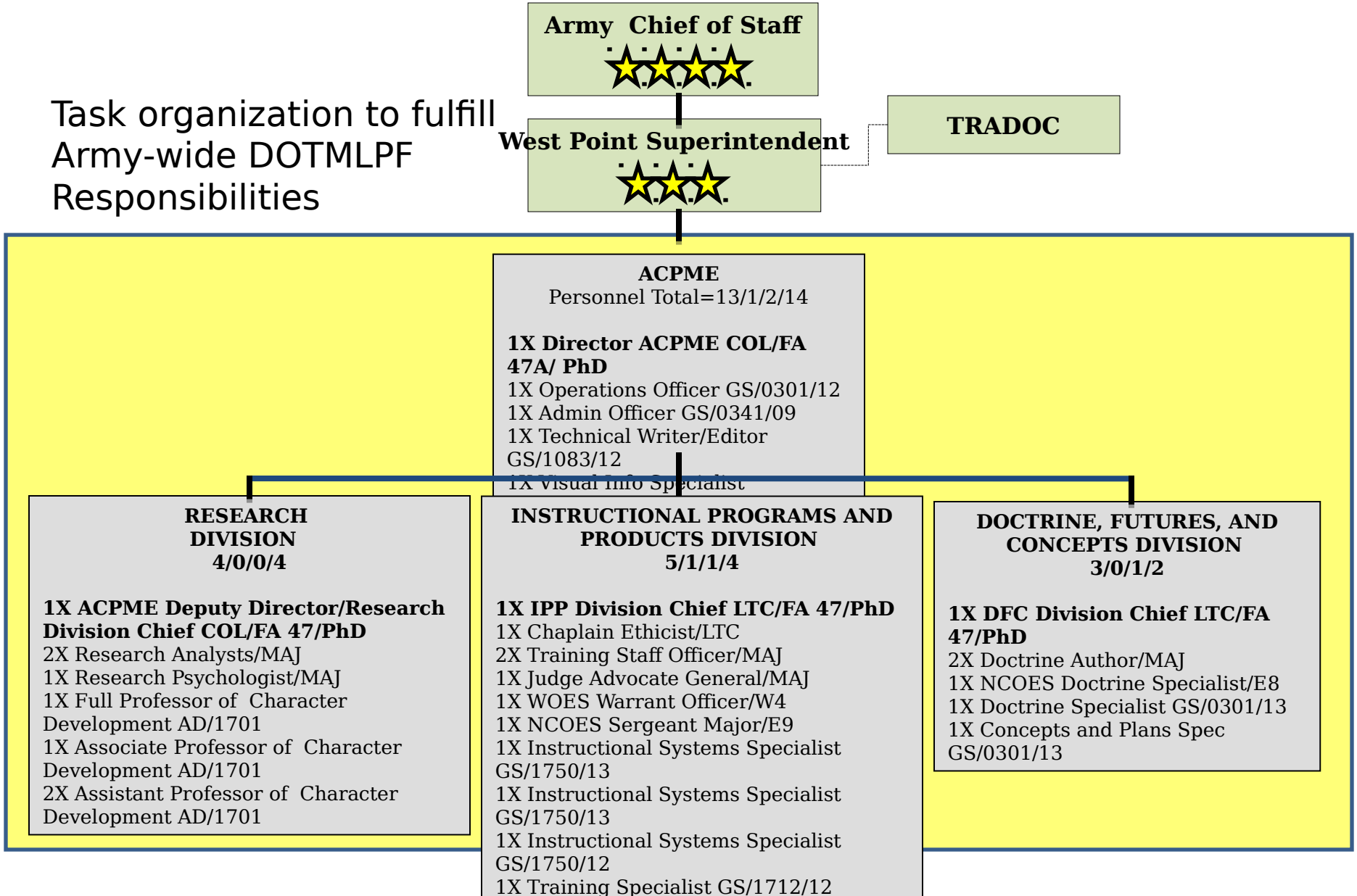
- Different soldiers may “weight” the influence of each component differentl
- The same soldier may weight influences differently in different contexts

Multi-Level Approach to PME



ACPME Organization Structure
(Proposed Concept Plan as Ethics Proponent)

Task organization to fulfill Army-wide DOTMLPF Responsibilities


Army Chief of Staff
West Point Superintendent
TRADOC
ACPME
Personnel Total=13/1/2/14
1X Director ACPME COL/FA 47A/ PhD
1X Operations Officer GS/0301/12
1X Admin Officer GS/0341/09
1X Technical Writer/Editor GS/1083/12
1X Visual Info Specialist
RESEARCH DIVISION 4/0/0/4
1X ACPME Deputy Director/Research Division Chief COL/FA 47/PhD
2X Research Analysts/MAJ
1X Research Psychologist/MAJ
1X Full Professor of Character Development AD/1701
1X Associate Professor of Character Development AD/1701
2X Assistant Professor of Character Development AD/1701
INSTRUCTIONAL PROGRAMS AND PRODUCTS DIVISION 5/1/1/4
1X IPP Division Chief LTC/FA 47/PhD
1X Chaplain Ethicist/LTC
2X Training Staff Officer/MAJ
1X Judge Advocate General/MAJ
1X WOES Warrant Officer/W4
1X NCOES Sergeant Major/E9
1X Instructional Systems Specialist GS/1750/13
1X Instructional Systems Specialist GS/1750/13
1X Instructional Systems Specialist GS/1750/12
1X Training Specialist GS/1712/12
DOCTRINE, FUTURES, AND CONCEPTS DIVISION 3/0/1/2
1X DFC Division Chief LTC/FA 47/PhD
2X Doctrine Author/MAJ
1X NCOES Doctrine Specialist/E8
1X Doctrine Specialist GS/0301/13
1X Concepts and Plans Spec GS/0301/13

Ongoing Major ACPME Efforts

- MNF-I combat ethics study – 6000 Soldiers and Marines across 5 Divisions
- 25th ID combat ethics study
- Creation of Army PME repository/AKO knowledge portal
- TRADOC outreach/site visits
- ROTC outreach
- Ongoing ethics interviews across all ranks
- Ongoing ethics curriculum assessment for TRADOC schools

- Developing PME curriculum for Army schools
- PME publications (e.g. producing SSI ethics monograph series ICW USAWC)
- Computer-based PME training & development programs
- Creating PME instructor train the trainer courses
- Planning Army PME award program beginning 2009
- Planning inaugural PME “Ethics Summit” ICW USAWC
- Planning for Army Year of the PME designation 2010 (T)

Training/Education/Development

- *Training*: Transferring skills and abilities
  - E.g. training a leader on mentoring techniques
- *Education*: Transferring knowledge
  - E.g. teaching the leader the human development processes behind those mentoring techniques
- *Development*: Lasting changes in one's identity, perspectives, and meaning-making system
  - E.g. creating an identity in a leader to see themselves as a mentor and leader developer

Leader vs. Leadership Development

- Leader Development (The “I”)
  - Developing a leader themselves with enhanced knowledge, skills, abilities, or other attributes.
- Leadership Development (The “We”)
  - Developing a leader’s ability to lead, influence, positively impact, and develop

For example, we can raise an individual’s level of moral development
(Leader Development), but we must also equip them with the processes,
systems and methods to prepare them to morally develop others and to
establish an ethical unit culture (Leadership Development)

Example Developmental Changes

- How do you view yourself?
- How do you view your leadership?
- How do you view your followers?
- How do you view followership?
- How do you define and view your domains of responsibility?

Mental Model Change